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Weekly Media Report – July 20-26, 2021

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SECNAV NOMINEE:

Secretary of Navy nominee discusses proposed expansion

(Nevada Appeal 21 July 21)

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COMMUNITY:

Presidio of Monterey monitors household goods shipments, provides information

(DVIDS 23 July 21) … Winifred Brown

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RESEARCH:

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Naval Postgraduate School (NPS) Supervisory Financial Management Analyst Airyn O'Brien is the winner of the Department of the Navy's (DON) Financial Management Award, Budget Category, for the 2020 calendar year.

O'Brien was recognized for individual achievement in budget execution for Navy Echelon II and above commands.

FACULTY:

Biden approves Nord Stream 2 pipeline — making NATO relations a priority

(The Hill 22 July 21) … Sharon Udasin and Saul Elbein

While the Nord Stream 2 pipeline, which will stretch 764 miles under the Baltic Sea, is already about 95 percent complete, long standing opposition from the U.S. has impeded the start of gas flow, as Dina Khrennikova and Anna Shiryaevskaya reported for Bloomberg. Russia's Gazprom owns the project operator, but Royal Dutch Shell and other investors contributed half of the $11.2 billion cost, according to Bloomberg… Takeaway: Brenda Shaffer, an international energy specialist at the **Naval Postgraduate School**, echoed Bazilian's sentiments, noting that "every decade or so for the last 40 years, Washington tries to block a Soviet and later Russian gas export project to Europe, without success."

Escaping the Innovation Bunker

(USNI.org July 21) … Britta Hale

The Department of Defense (DoD) is facing several unprecedented technological advances: Artificial intelligence applications and 5G already are transforming possibilities, and quantum computing is on the horizon. Each of these brings with it advantages as well as both first- and second-order risks. Harnessing innovation has been under the microscope, with special attention on innovation silos; however, analyses often focus solely internally (such as breaking down barriers between combatant commands1) or gaze solely outward (such as initiatives for implementing "a systematic and proactive approach with industry"2). Achieving success in this area is an organizational concern, but the responsibility and potential for it rest across the shoulders of every member. Because the human mind—as powerful as it is—is not singularly equipped to understand and address all of these developments and associated concerns simultaneously, the key to success lies in strategic, interpersonal collaboration.

ALUMNI:

Jeff Bezos isn't the only Miami school grad to go to space. He's got some company

(Miami Herald 20 July 21) … Madeleine Romance

The Blue Origin isn't the first rocket with Miami roots… Before becoming an astronaut, Scott graduated from the **Naval Postgraduate School** with a master's degree in aeronautical engineering with avionics and spent more than 4,000 hours flying for the U.S. Navy, according to NASA.

Tweets and the Streets: Social Media and Contemporary Activism

(Small Wars Journal 20 July 21) … William Reber

Paolo Gerbaudo's Tweets and the Streets: Social Media and Contemporary Activism is a fascinating and evocative book that is based on the author's grass-roots experiences during the January 2011 uprising against Mubarak in Egypt, the May 2011 indignados protest in Spain, and the September 2011 Occupy Wall Street movements. He uses his findings to challenge techno-optimists, pessimists, and contemporary social movement mainstream theories. Gerbaudo, Director of the Centre for Digital Culture, argues that techno-theorists do not consider how the use of technology differs based on geography and culture. He contends in his theory of "choreography of assembly" that social media aids in setting the foundations of the nature and type of movement where "soft" leaders emerge within social media communication to guide the emotional and physical nature of a social movement… William Reber was born and raised in the beautiful suburbs of Westchester County New York. He has served for thirteen years and continues to serve as an US Army Special Operations Civil Affairs Officer. He is happily married and a father of three girls, 9 to 13 years old. He has a BA in History and is currently earning his master's degree in defense analysis from the **Naval Postgraduate School**, Monterey California.

UPCOMING NEWS & EVENTS:

July 29: "NPS Next" All Hands with President Rondeau and Provost Gartner in King Hall at 1500-1600
August 2-6: Ordnance and Ballistics Technical Working Group Symposium
August 5: Hybrid Force 2045 – Bi-Model Navy Vision
August 9-13: Center for Executive Education NSL Seminar
August 17-20: Center for Executive Education SC Workshop
August 23-28: Joint Interagency Field Experimentation (JIFX) 21-4
August 24-26: High Energy Laser Technical Area Working Group Meeting
September 20: WIC Workshop 2021: Hybrid Force 2045 (Registration Open)

SECNAV NOMINEE:

Secretary of Navy nominee discusses proposed expansion

(Nevada Appeal 21 July 21)

President Biden's nominee to be secretary of the Navy said he's committed to working with the tribes, local officials and the Nevada delegation on plans to expand Naval Air Station Fallon.

Nevada Sen. Jacky Rosen, D-Nev., asked Carlos Del Toro last week about the proposed expansion of the air station during a committee hearing after she pointed out that the objections tribal officials, locals and the delegation had to the original expansion proposal were not cured by the Navy's latest plan. The original proposal would have expanded Fallon to some 900,000 acres and restricted civilian access to much of the property.

The current Navy request includes a withdrawal of an additional 604,789 acres of additional public land and an acquisition of about 65,160 acres of non-federal land for the range modernization and expansion.

"It's incredibly important to expand that naval air station," he said. "In doing so, it is also equally important to respect the tribes that have sacred land there."

He committed to meeting with the stakeholders including the tribes and to bring the Interior Department into the conversation as well.

Rosen also asked Del Toro for his commitment to fairly compensate the Walker River Paiute Tribe for the damage to 6,000 acres of their land in 1959 when live ordinance was dropped on it.

"I confirm that I fully commit to working with you and your staff on this incredibly important issue as well," he said.

Born in Havana, Del Toro immigrated to the United States in 1962. Raised in the Hell's Kitchen district of New York City, he attended New York City public schools and later received an appointment to the U. S. Naval Academy at Annapolis, where he earned a Bachelor of Science Degree in Electrical Engineering in 1983.

As a naval officer throughout numerous tours of duty at sea, he served aboard a frigate, two destroyers, a cruiser, and an aircraft carrier deploying numerous times to the Mediterranean and Black Seas during the Cold War, to the Pacific, and to the Persian Gulf three times during Operation Desert Shield and Storm.

His shore assignments in the Navy included tours as a program manager with Naval Warfare Information Systems Command and the National Reconnaissance Office; as a student at the **Naval Postgraduate School**, the Naval War College, and the George Washington University; as Director of Training for the Aegis Training and Readiness Center; as a White House Fellow to Jack Lew and Sylvia Mathews Burwell at the Office of Management & Budget in the Executive Office of the President, and as the Senior Military Assistant to the Director of Defense Programs Analysis and Evaluation in the Office of the Secretary of Defense.

In 1998, he was selected for command at sea and assigned as the commissioning commanding officer of the USS Bulkeley (DDG 84), then the nation's newest destroyer. He was the first Hispanic American naval officer to have ever served as the first captain of an Aegis capable cruiser or destroyer. While in command, he steered the ship from christening, through its maiden voyage to commissioning and sea trials to its first deployment. He retired as a commander.

Secretary of Navy nominee discusses proposed expansion | Serving Carson City for over 150 years (nevadaappeal.com)

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COMMUNITY:

Presidio of Monterey monitors household goods shipments, provides information

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U.S. Army Garrison Presidio of Monterey officials have done well so far, but they are keeping a close eye on household goods shipments to minimize any delays due to private-sector moving company shortages during the military's peak moving season.

Col. Varman Chhoeung, commander of U.S. Army Garrison PoM, rode along July 16 with Glenn Beal, a quality assurance inspector with the PoM Transportation Office, to meet with service members as movers packed their goods.

"I just want to make sure that our families are getting good service with respect to their household goods and they have a smooth transition in and out of the Presidio of Monterey," Chhoeung said.

Chhoeung and Beal met with Air Force Lt. Col. Jen Whetstone, who is moving to Japan with her family, as movers packed her goods at her home in Pebble Beach.

Whetstone said, "I was a little concerned a couple of months ago when I started hearing about the problems [Department of Defense]-wide with working movers and the lack of moving companies available in the country, but the PoM Transportation Office has been very helpful and everything seems to be going fine."

Chhoeung said PoM is doing well compared to some other installations, but as the military's peak permanent-change-of-station season continues, he and other garrison officials will monitor the situation.

At an installation Community Update meeting July 19, Chhoeung and other garrison officials provided information about the subject, what they have done to mitigate problems, and how service members can help alleviate issues.

Brian Clark, director of the PoM Logistics Readiness Center, briefed the community on how to avoid delays with household goods shipments.

The summer is always peak PCS season with the military, and this year it is even busier because some service members delayed their moves due to Covid-19 last year, Clark said.

The local wait for an available moving company is about three or four weeks, Clark said, so it is important for service members to try to receive their orders as quickly as possible so they start the process of securing a moving company.

It is important for service members to know that the Army has released an order providing Soldiers with flexibility in terms of start dates at new units, Clark said.

"When you get your orders, you can actually move between 30 days before your report date to 20 days after," Clark said. "So that's a 50-day window that you have to kind of work on that transportation piece to try to find a moving company that's available."

It's important to note, however, that the Army's flexibility does not apply to schools such as the Defense Language Institute Foreign Language Center and the **Naval Postgraduate School**, Chhoeung said. Their report dates remain firm.

Also, Clark said he was not aware of other military services that had taken similar measures.

For those who cannot find a moving company that fits their requirements or are reporting to another military service that does not offer the flexibility of the Army, service members can appoint a releasing agent who acts on the service member's behalf in terms of household goods, Clark said.

"Essentially you would PCS, you would go to your next assignment, and that person would take care of the move for you at your place, whether that's a parent, a friend," Clark said. "Whoever it is, you can assign them to do that for you, but you would only want to do that if you absolutely trust that person. They're going to have access to all your stuff."

Another option is a personally procured move or a do-it-yourself move, Clark said.

"If a moving company was not available to move you, you're going to be reimbursed whatever the actual cost of that move or whatever it takes for you to move yourself," Clark said. "But you have to be careful with that, because if a moving company was available, you're going to wind up getting paid whatever it cost the government to move you, which is likely less than what it cost you to move yourself."

Ultimately, however, LRC officials are experts on PCS moves, and service members should contact them for advice on how to make the best decisions, Clark said. People can call the office at (831) 242-6803; (831) 242-6757 or (831) 242-7113, or email usarmy.pom.106-sig-bde.list.pres-msgto@mail.mil.

Chhoeung said when it comes to inbound household goods, people at PoM are receiving them in about one to two weeks, which is a normal amount of time.

In terms of outbound household goods, Command Sgt. Maj. Robert Londers, the garrison's command sergeant major who is retiring, was able to make an appointment the previous week for the middle of August, Chhoeung said.

Chhoeung said one way the installation has curbed delays getting service members into homes is by preleasing homes.

"It was a policy change, and the goal of preleasing was to allow people to have an address and move-in date before they left their last duty station," Chhoeung said.

In general, military installations issue housing according to rank, with service members of similar rank living near one another, and Chhoeung said another action officials took was to adjust the housing rank bands to ensure they had the right number of houses for various ranks across the entire community.

In addition, Chhoeung asked the housing team to shoot for fewer than 10 days in temporary lodging for most people.

"For about 90 or 95 percent of our people, I think we've been able to do that," Chhoeung said. "We moved a record number of people into our houses in June with 217 families moving in. We are near an all-time high in occupancy rate."

The current occupancy rate is nearly 95%, Chhoeung said, and to put it in perspective, last year the rate was about 81%.

Installation officials and work crews have also decreased the number of days it takes to make a housing unit ready for occupancy, Chhoeung said.

"A year ago, we were taking about 61 days to turn a home," Chhoeung said. "Right now we are down to 9.1 to 9.5 days to turn a home, depending on the day."

Also, Chhoeung said it is important that service members know that no one can make them prelease a home or conduct a PPM or DITY move.

Oscar Ordonez, director of housing, said he encourages anyone who has a problem concerning housing to contact their community manager or call the housing office at (831) 242-7979.

"If you have a concern or you have an issue that's not being answered, call us," Ordonez said. "Someone will get you pointed in the right direction."

Chhoeung said when it comes to housing issues, residents should submit a work order first, but if issues persist, they can contact housing or submit an Interactive Customer Evaluation form.

"We are always looking for ways to make things better for everybody in the community," Chhoeung said.

DVIDS - News - Presidio of Monterey monitors household goods shipments, provides information (dvidshub.net)

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RESEARCH:

NPS Launches Center on Combating Hybrid Threats to Address Hybrid Warfare

(Navy.mil 21 July 21) … Matthew Schehl
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On November 25, 2018, a Russian commercial cargo ship suddenly parked itself across the narrow Kerch Strait on the Crimea, blocking three Ukrainian Navy vessels sailing in international waters from reaching the port of Mariupol on the Sea of Azov. When they tried to turn back, the ships were rammed and fired on by Russian military forces, then boarded and seized. The event sparked international outrage

at the time, but the deed was done: through obfuscation and brute force, Russia had asserted de facto dominance over the strategic passage into the Black Sea and beyond.

The incident has since been seen as a textbook example of a new generation of hybrid warfare, blurring the lines between military and unconventional conflict. Operating just below the threshold of war, state and non-state actors are increasingly employing hybrid methods to attain their objectives. Their intentional use of disinformation, prevarication, cyberattacks, economic pressure and the deployment of irregular armed groups presents a critical challenge to the world's democracies.

It's a challenge that the Naval Postgraduate School (NPS) is taking on directly.

The university's new Center on Combating Hybrid Threats (CCHT), officially formed in early 2021 to meet this growing threat, is part of an international effort to detect, deny, disrupt, degrade, defeat and ultimately deter the use of hybrid threats by our adversaries. Drawing on NPS' immense intellectual capital, the CCHT serves as a locus for interdisciplinary research, education programs and outreach for partners near and far.

"The CCHT is an opportunity for us to tackle the problem of hybrid threats from a comprehensive, 'whole-of-discipline' approach in order to better confront these challenges in the future," explained Larry Walzer, CCHT's deputy director. "We work both domestically and with allies and partner nations as a forum to exchange ideas to better confront these challenges together. Certainly, a more comprehensive approach is required if we're going to get to a position where we can actually deter our adversaries."

The center has already forged new partnerships to explore ways to identify and counter hybrid threats. In May, for example, the CCHT met with Argonne National Laboratory's Hybrid Threats Division to establish future collaboration in areas of mutual interest. In addition to addressing national level interagency coordination, they looked at holding mutually beneficial training events in the future.

The CCHT has similarly partnered with the DoD Information Strategy Research Center, the Institute for Security Governance, Defense Security Cooperation Agency and the Hybrid Centre of Excellence for Countering Hybrid Threats in Helsinki, Finland.

Through NATO's Energy Security Centre of Excellence, they've also supported NATO Coherent Resilience (CORE), a series of tabletop exercises dedicated to bolstering energy systems resilience in partner nations. Through CORE, the CCHT will head to Ukraine and Lithuania this September to focus building energy sector resilience to Russian hybrid threats in these regions.

NPS, under the auspices of the Energy Academic Group, has supported CORE since 2017, but collaboration with partner nations in the realm of hybrid threats actually goes back further, according to Tahmina Karimova, CCHT's Business Development and Operations manager.

"Our international work started back in 2009 under the umbrella of the United States Partnership for Peace Training and Education Center (USPTC)," she said. "We worked across the [Combatant Commands], engaging partners on different topics, hybrid threats being one of them, but we lacked one cohesive center that would join all the faculty and students to continue the work through an interdisciplinary angle and serve as a force multiplier.

"Now we are better prepared to tackle this critical subject area through closer collaboration with expert faculty and students across several disciplines," Karimova added.

Such fusion potentially offers NPS students hands-on, practical participation with key stakeholders in this critical domain.

The CCHT is currently assessing several academic venues such as new certification, joint master's and executive education programs, and research sponsors have already proposed a number of fully-funded thesis topics, including Combating Malign Behavior at Sea, Kinetic and Non-Kinetic Hybrid Threats on Critical Infrastructure, Artificial Intelligence and Machine Learning in Manipulating Adversarial Posture in Combating Hybrid Threats, and several others.

Walzer noted, "We're also looking to establish some events in the near term, such as virtual seminar programs, that will help our students become better aware of both the inherent challenges of hybrid threats and of the center itself in order to interact with faculty that they may not be exposed to in their individual fields. We're certainly looking to bring our diverse disciplines and research areas together to increase the sharing of information and gain greater perspective and understanding."

The CCHT is an interdisciplinary group consisting of 21 faculty members, representing a broad spectrum of specialties, including operations research, electrical and computer engineering, defense analysis, information sciences, systems engineering, national security affairs and computer science. Additionally, the center works with several other interdisciplinary research centers and groups at NPS, including the Energy Academic Group, the Naval Warfare Studies Institute, the Cyber Academic Group, and the Center for Infrastructure Defense, among others.

"Certainly, we'll have an improved understanding of all the threats and potential avenues to further resilience," Walzer said. "We're building partnerships and the exercises enable specific improvement plans. So, through this, actual concrete changes are being made to improve effective responses, common defense, and deterrence in the future."

Collectively, they represent a potent effort in the fight against hybrid threats. If the goal of hybrid warfare is to confuse and divide, CCHT leaders say, then the center should be considered a force for unity and common purpose.

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STAFF:

NPS Financial Analyst Receives Navy-wide Financial Management Award

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The DON's Financial Management Award program recognizes the high caliber and creativity of the financial management (FM) workforce. O'Brien was selected by a group of financial management and comptroller (FM&C) subject matter experts that recognize outstanding accomplishments made in the DON FM community by individuals and teams.

"I am truly honored and grateful to be the recipient of this award," said O'Brien. "I was so surprised when I received the congratulatory e-mail … saying that I was selected, and I am thankful for this opportunity that was given to me."

The Office of the Assistant Secretary of the Navy (Financial Management and Comptroller), or ASN FM&C, manages the awards program, recognizing a variety of FM&C professionals. The Budget Execution achievement recognizes excellence in review and execution, both in hands-on efforts and supervisory responsibilities, within the overall budgetary process.

"Ms. O'Brien was nominated for this award as her performance in 2020 supporting budget execution was nothing short of phenomenal," claimed Mike Ward, NPS Comptroller and Director of Financial Management. "She distinguished herself in 2020 by going above and beyond her assigned duties to solve extraordinary complex problems in the [Standard Accounting, Budgeting, and Reporting System] and [Command Financial Management System-Consolidated] accounting systems while providing extensive, vital assistance in funds execution to Comptroller and command departments during an extremely challenging calendar year."

This career milestone is a testament to O'Brien's hard work, dedication and outstanding contribution through NPS' Financial Management Directorate, Ward noted, which she has been a part of for more than five years.

"This is clearly one of the most significant events of my professional career," noted O'Brien. "The award is motivation to continue doing the hard work that I have done so far, and a reminder of the skills and career progression that I have already accomplished. This award will boost my morale and drive to continue what I am doing, and to become a better leader in the future."

Awardees will be recognized virtually during a financial management virtual training session in August, after which O'Brien will receive a plaque and certificate in recognition of the award.

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NPS Financial Analyst Receives Navy-wide Financial Management Award - Naval Postgraduate School

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FACULTY:

Biden approves Nord Stream 2 pipeline — making NATO relations a priority

(The Hill 22 July 21) … Sharon Udasin and Saul Elbein

While the Nord Stream 2 pipeline, which will stretch 764 miles under the Baltic Sea, is already about 95 percent complete, long standing opposition from the U.S. has impeded the start of gas flow, as Dina Khrennikova and Anna Shiryaevskaya reported for Bloomberg. Russia's Gazprom owns the project operator, but Royal Dutch Shell and other investors contributed half of the $11.2 billion cost, according to Bloomberg.

Germany sees the gas pumped through Nord Stream 2 as a low-cost resource in a region moving away from nuclear and coal, the Bloomberg report said. But critics are concerned about overdependence on Russian energy and what this win could mean for rival Ukraine.

Terms of the deal:

The pipeline — with a 55 billion cubic meter capacity — will double Moscow's exports to Germany, the BBC reported.

Germany will "utilize all available leverage to facilitate an extension of up to 10 years" on the Ukraine-Russia gas transit agreement, slated to end in 2024, a U.S.-Germany joint statement said.

The U.S. and Germany will promote investments of at least $1 billion in a Green Fund for Ukraine, with Germany providing an initial $175 million.

Germany will appoint an envoy for bilateral energy projects with Ukraine, with $70 million in dedicated funding.

Contentious from the get-go: Since Gazprom applied for permits in 2015 — a year after Russia annexed Crimea — the pipeline has triggered fear about Russia's potential to use gas exports as a geopolitical bargaining chip, the Financial Times reported. Opponents are also worried that Ukraine could lose $2 billion in annual fees that Moscow pays Kyiv to pump gas through the latter's transit lines to elsewhere in Europe, the Times said.

Rebuilding relations, reducing risk: Although the Biden administration opposes Nord Stream 2, the president decided that rebuilding relations with NATO allies like Germany was a higher priority, according to the Times.

The U.S. also sees the deal as a means of reducing risk with regard to Russia, a senior State Department official said at a press briefing, as Laura Kelly reported for The Hill.

"What we have is really a commitment on the part of both the United States and Germany to hold Russia accountable and to impose costs if it elects to use energy as a weapon or to commit aggressive acts," the official said.

What about climate? When President Biden first indicated he would waive sanctions on Gazprom in May, his opponents pointed out that he had just canceled the domestic Keystone XL pipeline, citing

climate concerns, as the BBC and Fox Business reported. Meanwhile, environmentalists have filed repeated complaints against Nord Stream 2, according to the Kyiv Post.

This is a scenario in which delicate matters of diplomacy, environment, security and finances all hang in a fragile balance for multiple countries. Governments are therefore weighing different sustainability factors. If the Biden administration opted for a decision activists might deem environmentally responsible, it could have ruinous diplomatic ramifications.

The end of "unhelpful posture": But energy specialist Morgan Bazilian, director of the Colorado-based Payne Institute for Public Policy, said Wednesday's deal "signals the end of the unnecessary and largely unhelpful posture from the U.S.," which he described as acting with "hubris and overreach."

The U.S., he told Equilibrium, had failed to recognize that "that Germany and other E.U. member states are quite capable of understanding and addressing their issues of energy security vis a vis Russia."

"The agreed package has a set of useful mechanisms to support Ukraine, which is most welcome," Bazilian added.

Takeaway: Brenda Shaffer, an international energy specialist at the **Naval Postgraduate School**, echoed Bazilian's sentiments, noting that "every decade or so for the last 40 years, Washington tries to block a Soviet and later Russian gas export project to Europe, without success."

Stressing that rerouting Russian gas supplies doesn't mean new volumes, Shaffer told Equilibrium that the geopolitical significance of the project was "overblown" and that it works in Ukraine's long-term interest to not be dependent on transit fees from Russia.

"However," Shaffer added, "with Germany closing its nuclear and aiming to close use of coal, it is going to need additional gas supplies in the future."

Equilibrium/ Sustainability — Presented by NextEra Energy — Olympics medals made of mashed up smartphones | TheHill

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Escaping the Innovation Bunker

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The Department of Defense (DoD) is facing several unprecedented technological advances: Artificial intelligence applications and 5G already are transforming possibilities, and quantum computing is on the horizon. Each of these brings with it advantages as well as both first- and second-order risks. Harnessing innovation has been under the microscope, with special attention on innovation silos; however, analyses often focus solely internally (such as breaking down barriers between combatant commands1) or gaze solely outward (such as initiatives for implementing "a systematic and proactive approach with industry"2). Achieving success in this area is an organizational concern, but the responsibility and potential for it rest across the shoulders of every member. Because the human mind—as powerful as it is—is not singularly equipped to understand and address all of these developments and associated concerns simultaneously, the key to success lies in strategic, interpersonal collaboration.

A case that changed both technological and strategic options for the military sets the scene.

The Tracked-Tractor

In 1883, Benjamin Holt moved to California to join his brothers and become mechanical lead in a wholesale hardware and wheel manufacturing enterprise.3 The business flourished at providing harvesting equipment near Stockton, California, but the weight of traditional harvesters proved problematic in the soft delta terrain near the San Joaquin River.4 Adaptations to the wheel design were necessary, and it was thus, in 1904, that the first Holt tracked-tractor was trialed.

Despite the innovation of Holt's design, its mundane agricultural applications were far removed from any conceivable war-fighter concern; however, they were to prove pivotal to the military. While on show

in Antwerp, Belgium, Holt's design was spotted by mining engineer Hugh Marriott, who was in search of an inexpensive means to transport ore.5 Marriott grasped the potential military applications and wrote with excitement in 1914 to Ernest Swinton, a British colonel. Swinton brought the idea to the British War Office, eventually developing an armored, tracked fighting vehicle in 1916 that would become known as the "tank."6 The same year, he commanded the first British tank unit at the Battle of the Somme.7

The inventor and the innovator are often conflated in literature, but the distinction between them is conversation—namely, that it requires collaboration to drive an idea to adoption. Personal conversations are a vehicle for pushing innovation forward.8 Nearly every step of tank development was dependent on individuals sensing a need and offering solutions to others through conversations.

DoD's advantage in the current technological power competition likewise depends not only on invention and organizational strategy, but also on active and strategic conversation from each combatant in the collective cause. Next, let us take a closer look at the strategic selection of collaborators and the characteristic of an innovator that binds them together: determination.

Determination

The tank was inhumed in obstacles en route to adoption. Notably, Holt was not even the first to market a tracked vehicle design in Britain. British engineer David Roberts had recognized the military applications of tracked vehicles and demonstrated a prototype to the British military in 1907, without success, and later sold his own design patent to Holt.9 The enterprising Holt contacted the U.S. War Department regarding potential military applications in 1913 and again in 1914, when he offered to ship a tracked-tractor to any testing ground, free.10 The messages went ignored.

Later, in a parallel experience, Swinton faced opposition within the British government. He discussed the tracked-tractor with a friend from the Committee of Imperial Defence, and together they started a two-pronged political effort to lobby different departments. In response to their proposal, they received a note stating, "If the writer of the paper would descend from the realms of fancy to the regions of hard fact, a great deal of valuable time and labor would be saved."11

If history were to follow a deductive path from this sequence, the tank should never have been invented. Yet, Swinton and Holt possessed an incessant intention to seize opportunities for discussion. This determination is psychological, sociological, and physical.

Psychologically, the innovator is constantly imagining and adapting their offer to the concerns of the environment (e.g., Holt's offer of a free trial to allay risk aversion). Organizational policy and strategy hardly provide navigation through present technological shortcomings or obstacles to collaboration, nor is such imagination written into policy. It is a human ability. Even artificial intelligence cannot re-create this (as AI uses preexisting data). Imagining the preposterous potential of both invention and interpersonal collaboration is something only the human mind can do.

Sociologically, those same inconceivable ideas are likely to face belittlement, and the innovator must be determined to continue discussion when the opportunity arises. As with many modern innovations, the ideas underlying the tank faced derision on the road to success. A contemporary wrote that "Swinton knew only too well that G.H.Q did not believe in the Tank, regarding it as the mere toy of civilians at home."12 Accusations of wasting "valuable time and labor" on "fancy" doubtless also hit the colonel hard.

Finally, the physical burden on the innovator cannot be dismissed. Opportunistic conversation is time-consuming, and since, unlike other tasks of physical endurance, the results may not be immediately apparent, it often is an unappreciated investment. Research has indicated conversation is bounded to four participants.13 Coined the "dinner party effect," a discussion with more than four members will naturally fracture into smaller conversations, defeating the innovator's ability to engage all participants at once. Thus, while large group meetings, conference presentations, and workshops can benefit information sharing, they are not conversations for innovation. Conversations pull from collective experience and intelligence and adapt dynamically—attributes not found in unidirectional communication. Consequently, building the interpersonal, two-way dialogue necessary for sensing and offering solutions (two innovation practices14) is a testament to the tenacity of the innovator.

Connectivity in Diversity

If anything is to be observed from the advent of the tank, it is that every opportunity for conversation should be seized. However, it would be negligent to dismiss the subject of collaboration without further consideration, especially with regard to strategy. Stepping out of a thought bunker necessitates gathering a variety of perspectives, including ones that might differ from the innovator's own. Indeed, understanding the perspectives of those working on similar tasks, who have similar concerns, and who envision similar goals is not the challenging aspect of innovation. It is fairly easy to agree with like-minded individuals. But it is through outside insight and the type of counsel that challenges the innovator to think differently that a refined vision and leadership emerges.

This is not simply tolerance of different viewpoints nor necessarily an alteration of the innovator's vision. Quite the contrary, it is about intentional construction of an interconnected web of insight on potential concerns and motivations. Even in the story of tank development, conversations spanned geolocations and fields of expertise: a farmer, a miner, and a soldier discussed mechanical engineering. One could mistake it for the start of a bad joke. Yet, if any one of these individuals had localized conversation to familiar and like-minded collaborators, World War I would have been very different. Connectivity among diverse perspectives is valuable to the innovator—both then and now.

Separately and unbeknownst to Swinton, Lieutenant Albert Stern—a banker by background whose physical injuries originally prevented him from volunteering in the Royal Naval Reserve—also was discussing land transport options for the British Army. Stern had a proclivity for seizing conversational opportunities. At a dinner party in early 1915, he presented First Lord of the Admiralty Winston Churchill with the concept of a giant tricycle with 40-foot wheels as a weapon of war for crossing the Rhine.15 Stern was earnest in his proposal, and the carefully planned tricycle came complete with three turrets for guns, horsepower specifications, and three-inch armament. The idea was not exactly well received by his military colleagues.

Stepping out of a thought bunker necessitates gathering a variety of perspectives, including ones that might differ from the innovator's own. In the story of tank development, conversations spanned multiple fields of expertise: a farmer (Benjamin Holt), a miner (Hugh Marriott), a soldier (Ernest Swinton), a banker (Albert Stern), and a naval architect (Eustance d'Eyncourt). Credit: Library of Congress

Churchill, however, ordered a new Landship Committee be set up and asked Stern to be its secretary. Within the committee, Stern met Director of Naval Construction Eustance d'Eyncourt, who was unreservedly applying his ship-design expertise to brazen ideas of large and fast submarines (six of his designs sank and one disappeared).16 Thus, the already eclectic collection of individuals involved in the story is expanded: a farmer, a miner, a soldier, a naval architect, and a banker with an absurdly active imagination.

Metacognitive awareness facilitates detection of potential fallacies in the perceived variety and range of conversation partners. It essentially provides a "stagnancy assessment" of the conversation pool. From such an assessment of the collaboration pool on a given subject, the innovator can identify facets of experience they have not yet tapped into. Stagnancy is the operative word here. There is no reason to abandon established partnerships; however, discussing subjects cyclically with the same array of people creates conceptual inbreeding.17 Ironically, there is thus a cognitive dissonance in innovation initiatives that are based strictly and solely on established internal DoD and industry partners. If "insanity is doing the same thing over and over again and expecting different results" (a quote often misattributed to Einstein), then a rational innovator will consciously assess the variety of their information sources and conversation partners on specific topics and adapt accordingly.

Both the innovator and their conversation partners are individuals; thus, integrating insights from a diversity of perspectives and experiences also includes making new connections within established organizational partnerships, as well as new connections outside them. Indeed, it would be naïve to assume that simply conversing with people from a "new" organization is sufficient or even a correct approach. What, then, is the correct approach?

Recall that the innovator's aim is to pull from a variety of experiences and insights that they do not possess themselves. Ergo, by first identifying the innovator's own viewpoint, environment, and experience-based community, it is possible to strategically reach beyond it.

There is a military culture. There is an industry culture. There is a USS Mount Whitney culture, an IBM culture, and a software developer culture. These often are referred to as microcultures. Microcultures also arise around upbringing, race, gender, and geographical locations—even favorite lunch locations.18 Microcultural differences are spoors of a prize worth pursuing. By seeking out collaborators from other microcultures, the innovator avoids niche solutions and conversations. Intercultural (mis)communication can be a daunting prospect, and a budding innovator could be forgiven for retreating back to a bunker of familiar faces, known contacts, and a favorite lunch corner to dodge it. From in-jokes and establishing rapport to building respect and credibility, cultural nuances affect communication. Overcoming this trepidation is yet another facet of the determination character trait.

July 1915: The rebuffed Swinton heard of the Landship Committee and arranged to meet with Stern. Swinton is documented as having said, "The Director of Naval Construction appears to be making land battleships for the Army, who have never asked for them, and are doing nothing to help. You have nothing but naval ratings doing all your work. What on earth are you? Are you a mechanic or a chauffeur?" "A banker," Stern responded.19

There was a stark variety of microcultural backgrounds among Swinton, Stern, and d'Eyncourt. Yet, this amalgamation of perspectives was a turning point in the development of the tank. Barely six months later, the tank, as we know it, was trialed.20

Assuming that the "right people" to have conversations with are only those in positions of authority within one's own organizational branch would be erroneous. If knowledge is power, then power lies not with a specific position, but in the variety of connected perspectives that can be aggregated. Investing in human capital is therefore not only a Navy strategic goal for the organization, but also a strategic goal for the individual innovator.

Trust and Humility

Trust is vital to overcoming microcultural differences and bridging potential miscommunication. It opens the door to both sharing and receiving new ideas and is entwined with respect. Consequently, trust is one of the most critical cornerstones of collaboration. Yet, trust is fragile and susceptible to an innovator's suppositions.

Inherent to microcultures is a strong group-internal trust, and this bleeds into competency assessments about those outside the microcultural trust circle.21 Unsurprisingly, people react most positively to a potential collaborator who is perceived as both competent and warm.22 However, there are also two potential and less favorable perceptions: warm but incompetent ("paternalistic prejudice") and not warm but competent ("envious prejudice").23 Research indicates that people of a different microculture (out-group partners) are more generally perceived from "paternalistic prejudice" or "envious prejudice" standpoints.24 Thus, the sociological fabric actually pushes the innovator away from assembling more insight and back into their own innovation bunker—they are pushed away from innovation.

This subliminal sociological effect undermines perception of out-group competency for a given task and might affect collaboration between communities of practice, e.g. military-civilian, Navy-Army, etc. While awareness on both sides facilitates the best discourse, it is the innovator who must calibrate against the obstacle. Conscious assessment of assumptions and trust, and an intentional traverse of them, paves the way to initiating dialogue.

In 1912, three years before Swinton's chanced introduction to Stern, Australian engineer Lancelot de Mole had submitted plans for an armored tracked vehicle to the British War Office. Mole's carefully drawn plans were ignored and placed in the office archives, unknown even to the others later involved in Swinton's efforts.25 Such dismissive attitudes toward discussion and assumptions on irrelevancy were the trademark of every failed progression attempt in the history of tank development.

In contrast, when Major Walter Wilson met Stern in July 1915 and was given the option of working on the tracked vehicle design with either a Colonel Crampton or industry partner William Tritton of the Foster Company, he asked for the latter. Wilson's interest in expanding outside his military innovation microculture may seem surprising (particularly since Crampton had worked heavily on similar vehicle designs himself), but he was quoted saying that working together with Tritton, "We would soon produce a machine that could do something."26

Tritton, a businessman, likewise trusted Stern and Wilson, devoting extensive efforts to the collaboration at a time when raw materials were scarce, designs were speculative, shareholders expected a return, and the Foster Company had just begun to show decent business stability. Furthermore, among the Army colleagues of the Landship Committee, it was naval officer d'Eyncourt who finally solved the problem of where guns should be mounted on the new army land vehicle, pulling from his naval background, where guns with swivel capabilities were mounted on ship sides.27

These examples of intentional, collaborative, and active trust in a diversity of backgrounds and experiences permeate the history of the tank.

It would be remiss to conclude without noting the entwinement of trust in out-group competency and humility in receiving ideas and relinquishing control. Tanks were still science fiction in 1903, when novelist H. G. Wells wrote a magazine story, "The Land Ironclads," about armored tracked vehicles fighting battles—an idea Stern credited for inspiration.28 Every British tank during the Kaiser's War was based on the designs of d'Eyncourt, Tritton, and Wilson, and none of Holt's original caterpillar vehicle parts made it into the first tank. However, after the Battle of the Somme and prior to the end of World War I, Swinton traveled to Stockton to personally thank Holt for his contribution.29 Swinton in turn is often given credit for the tank, even as far as claims that he drafted the design himself.30 Yet, by Stern's firsthand evaluation, the naval architect d'Eyncourt was "the tank's true father."31 What is certain is that this group of innovators had the humility to hunt for true technological dominance by pulling from a diversity of expertise. They trusted each other's experience—often far different from their own—and had the humility to do so.

Stepping Out of the Bunker

Terminology builds mind-sets and vision, and substandard mental imagery leads to substandard course correction. Within innovation, this is particularly true. The "innovation silo" imagery is outdated and misconstrued.

Silos are not problematic in the physical world; they serve precisely the same long-term storage purpose that they were first built for hundreds of years ago. Innovation, in contrast, is active, interpersonal, and requires stepping beyond familiar, microcultural walls. It has always been this way. Although collaborators who share experiences similar to the innovator's own—those who are in the same innovation bunker—are valuable resources, sole reliance on such assets results in a conceptual trap.

It is daunting to step out of the innovation bunker, but through such action collaborative expertise and situational perspective are gained and forward progression made possible. We do not hold a static technological line. The surge in technological innovation requires advancement into unfamiliar territory alongside potential allies who may be entrenched in their own innovation cells, as the history of the tank illustrates. It is an undertaking worthy of resolute commitment. And shying away from such innovation challenges? That would be bunkers.

Escaping the Innovation Bunker | Proceedings - July 2021 Vol. 147/7/1,421 (usni.org)

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ALUMNI:

Jeff Bezos isn't the only Miami school grad to go to space. He's got some company

(Miami Herald 20 July 21) … Madeleine Romance

The Blue Origin isn't the first rocket with Miami roots.

Jeff Bezos has had his sights set on space from an early age and as a teen in South Florida. But there have been others, including a fellow Miami Palmetto Senor High graduate, Dominic Gorie, a NASA astronaut who traveled into space four times.

The dream to go into space seems to be in the air in Miami.

Even when Bezos was a student at Palmetto, where he graduated as valedictorian in 1982, the Amazon founder and Washington Post owner's youthful aspiration was to "build space hotels, amusement parks, yachts and colonies for two or three million people orbiting around the Earth."

Here's a look at some others with Miami roots who have made the trip:

WILLIAM B. LENOIR — 1967

William Lenoir was born in 1939 in Miami and attended Coral Gables High School. He went on to earn a PhD from MIT, where he also taught electrical engineering later in his career, according to NASA.

In 1967, NASA picked Lenoir for its sixth astronaut group and second class of scientist-astronauts, according to Space.com. He was a backup for several missions following his training, but didn't go into space until 15 years later as part of the STS-5 space shuttle mission.

Lenoir went to space as the first flight engineer for five days in 1982 on what came to be known as the "We Deliver" mission, according to Space.com. More than being just Lenoir's first time in space, the mission, which launched from the Kennedy Space Center in Florida, was a milestone: It was the first operational flight of the shuttle Columbia and it carried the largest crew of four people into space at the time. Onboard television tape of the mission was played at the control center later that evening and was then broadcast to the world.

SENATOR BILL NELSON — 1986

Though he grew up in Melbourne, the former U.S. senator from Florida was born in Miami.

While in Congress, Nelson was a strong supporter for the space program, and the stars aligned for him when he was House space subcommittee chair. In the 1980s, NASA was making plans to send non-professional astronauts into space, so Nelson started training. He completed a year of training at the Johnson Space Center in Houston. In 1986, Nelson spent six days aboard the Columbia space shuttle as a payload specialist on the STS-61C mission. The mission and the lead-up were not easy, but the longtime advocate for space travel knew it was important to his day to day efforts in Congress.

"If I was going to speak about the space program accurately in Congress, I wanted to feel what the astronauts felt," he wrote in his 1988 memoir "Mission."

He now serves as the NASA administrator in the Biden administration.

WINSTON SCOTT — 1992

Winston Scott, another Coral Gables Senior High School graduate, traveled over 10 million miles and spent a total of just over 24 days across two missions in space, according to NASA. His specialty? Spacewalks.

Scott took three spacewalks for a total of 19 hours and 26 minutes during his missions to assist in technical planning for the International Space Station and the Spartan satellite, according to NASA.

During his first mission, STS-72, Scott worked mostly on the International Space Station, taking a seven-hour spacewalk, including riding the end of the robot arm to test spacesuit resistance to the cold conditions of space, according to NASA. On his second mission, STS-87, he and another crew member captured the Spartan science satellite and tested techniques and tools to assemble the International Space Station.

Before becoming an astronaut, Scott graduated from the **Naval Postgraduate School** with a master's degree in aeronautical engineering with avionics and spent more than 4,000 hours flying for the U.S. Navy, according to NASA.

Scott is one of nine NASA Black astronauts to fly to space.

DOMINIC GORIE — 1994

Dominic L. Pudwill Gorie graduated from Miami Palmetto High School in 1975, and earned a bachelor's degree in ocean engineering from the U.S. Naval Academy and a master's of science in aviation systems from the University of Tennessee, according to NASA.

During his time working for NASA, Gorie traveled into space four separate times.

His first mission in 1998, STS-91, which was the final Shuttle-Mir docking mission and ended the joint U.S. and Russian Phase I Program, spanned 154 Earth orbits, traveling 3.8 million miles in 235 hours and 54 seconds, according to NASA. His second mission, STS-99, was an 11-day trip to map the topography of more than 47 million miles of the Earth's land surface. Gorie's third mission was to the International Space Station during which he traveled 4.8 million miles. During his final mission in 2008, also to the ISS, his crew completed 250 orbits of the Earth, going more than 6 million miles in 15 days and 18 hours.

THOMAS MATTINGLY II — 1996

Thomas K. Mattingly II attended Miami Edison High School and earned a bachelor's degree in aeronautical engineering from Auburn University in 1958, according to NASA. Mattingly was an astronaut support crew member for Apollo 8 and 11.

He was scheduled to be on the Apollo 13 mission but was taken off flight status 72 hours before it launched because he had been exposed to measles.

He took three space flights with a total of 504 hours in space, including more than an hour of extravehicular activity during Apollo 16, according to NASA.

Before his career as an astronaut, Mattingly earned his Navy wings in 1960. He has spent 7,200 hours of flight time, 5,000 of which were in jet aircraft.

ERIC BOE — 2000

Eric Boe was born in Miami and grew up in Atlanta. He was selected as an astronaut in 2000 and completed two years of training at the Johnson Space Center, according to NASA. Boe completed two spaceflights during his career as an astronaut.

He was a pilot on his first mission in 2008, STS-126 Endeavour, which launched from the Kennedy Space Station and lasted 16 days, and grew the living area of the ISS to accommodate six members. Renovations included installing a new bathroom, kitchen, two sleeping quarters, an exercise machine, and a water recycling system. On the trip, his crew traveled 6 million miles, completing 251 orbits.

Boe was also the pilot on his second mission, the STS-133 Discovery, which lasted 13 days and was the final mission for Space Shuttle Discovery. The crew of the flight upgraded the system on the ISS, including delivering the Permanent Multipurpose Module and fourth Express Logistics Carrier to the ISS. The flight took 202 orbits around the Earth over 5.3 million miles.

Jeff Bezos not only space traveler with Miami roots | Miami Herald

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Tweets and the Streets: Social Media and Contemporary Activism

(Small Wars Journal 20 July 21) … William Reber

Paolo Gerbaudo's Tweets and the Streets: Social Media and Contemporary Activism is a fascinating and evocative book that is based on the author's grass-roots experiences during the January 2011 uprising against Mubarak in Egypt, the May 2011 indignados protest in Spain, and the September 2011 Occupy Wall Street movements. He uses his findings to challenge techno-optimists, pessimists, and contemporary social movement mainstream theories. Gerbaudo, Director of the Centre for Digital Culture, argues that techno-theorists do not consider how the use of technology differs based on geography and culture. He contends in his theory of "choreography of assembly" that social media aids in setting the foundations of the nature and type of movement where "soft" leaders emerge within social media communication to guide the emotional and physical nature of a social movement.

Gerbaudo delivers a convincing argument that the use of social media before and during social movements amplifies an activists' ability to emotionally and physically assemble under the direction of "soft leaders," who guide online and physical movements. Utilizing his first-hand experience from the three national-level social movements and interviews with eighty participants, he coined the phrase

“choreography of assembly”: which he defines as “a process of the symbolic construction of public space which facilitates and guides the physical assembling of a highly dispersed and individualized constituency.” (pg.5) In other words, Gerbaudo asserts that social media communication takes on its own form, which can “lead” or compel individuals to assemble without having one discernible leader. For the uprising against Mubarak in Egypt, Gerbaudo emphasizes Facebook’s contribution to the initial mobilization and its decline as face-to-face communication became more influential. For the indignados protest in Spain, he stresses social media's role as recruitment, mobilization, and sustainment tools to keep activists informed, focused, and physically engaged. Lastly, for the Occupy Wall Street movement, he underscores social media use as a secondary means of communication to build and sustain a common identity.

The author makes a strong argument when referring to his methodological research approach. Gerbaudo's collection of the testimonies of eighty interviewees and his physical presence and participation in all three movements give his findings significant authenticity and legitimacy. I especially appreciate his analytical reasoning behind the selection of the three movements. Moreover, the cultural diversity of his data boosts the legitimacy of his claims and findings by demonstrating his theory is consistent across various cultural lines. This aspect of his research truly highlights a universal sub-culture that utilizes social media to mobilize, consolidate, influence, and sustain numerous independent individuals into one united, mobilized effort with “soft-leadership” or “choreographed assembly” as fashioned by Gerbaudo.

Additionally, the author’s upfront intention to challenge the widely accepted yet divergent viewpoints by leading social media theorists contributes to the educational value of his argument. Gerbaudo eloquently juxtaposes leading techno-optimist New York University Professor Clay Shirky with the leading techno-pessimist, journalist, and author Evgenyi Morozov. He builds an argument against social media’s positive effects on social movements by citing Malcolm Gladwell—a best-selling author from the New Yorker. Gerbaudo did not attempt to negate or leave out information that could harm his claims and theories. Moreover, he cited both positive and negative views of social media's impact on social movements, giving the reader the sense that the author is seeking a clearer understanding of social media's influence on popular movements.

The introduction lacked in three of its aspects making it seem complicated. First, Gerbaudo’s first-person narrative is anti-climactic. It lacks depth in introducing the book’s powerful topics and themes passionately and firmly by simply describing one individual on the outskirts of what was likely an emotionally charged social movement and a centerpiece of the book. Second, the introduction is riddled with numerous questions from the author and citations from other social scientists, impeding the flow. Lastly, Gerbaudo does a fantastic job summarizing the “Occupy” movement; but then clutters his argument by devoting several paragraphs to condemn the U.S. government for historically repressing first amendment rights, compromising his objectivity. Moreover, his tangent is out of place and interrupted his former and proceeding arguments of the “Occupy” movement.

These shortcomings notwithstanding, Tweets and the Streets was an intriguing read. The author used a unique and clever amalgamation of academic and non-academic writing, incorporating inputs from various social media, technology, and sociology fields as well as his personal experience. This blend of methods gives the author’s tone a slightly academic feel while still capturing the reader by highlighting the history and contemporary theories behind social media’s role in social mobilizations. Military audiences stand to profit from Gerbaudo’s accounts. As the world moves away from conventional tactics to unconventional ones, or conflicts below the threshold of violence, public and private services will be used as forms of influence. In turn, social media’s power to influence individuals at all levels has emerged at the forefront of modern-day conflicts. Gerbaudo does not draw direct links to these trends; however, he does highlight social media's power to support shared ideas, to aid in the commitment to a cause and assemble either violently or non-violently, which directly impacts governments.

William Reber was born and raised in the beautiful suburbs of Westchester County New York. He has served for thirteen years and continues to serve as an US Army Special Operations Civil Affairs Officer. He is happily married and a father of three girls, 9 to 13 years old. He has a BA in History and is currently

earning his master's degree in defense analysis from the **Naval Postgraduate School**, Monterey California.

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